

of common concern, for the exploitation of foreign language publications for intelligence purposes...., b) coordinate this service with similar activities maintained by the various departments..." Important to future decisions on FDD and the probable source of many misunderstandings, was this foot-note in the Directive: "Exploitation of foreign language publications includes the preparation in English of annotated bibliographies, abstracts of articles or publications, extracts or summaries of specific information in publications, selective translation of key portions of publications, compilations and collations of specific information from a variety of publications and the use of special approaches and techniques to derive or synthesize information required and available from foreign language publications."

In late 1961, the new DCI (McCone) appointed a working group of three high-level persons to study the organizational structure of CIA and report back to him. The Chairman of the working group was Mr. Lyman B. Kirkpatrick, <sup>the Inspector General,</sup> former <sup>at the time</sup> ~~Executive Director of CIA~~. One of the organizational <sup>prob lems</sup> ~~changes~~ considered by this group was the FDD-OCR (and the FDD- relationship).<sup>5</sup>

<sup>(Note 1)</sup> The AD/CR <sup>6</sup> presented his comments on the effect of a move of FDD to OCR, in an April 1962 discussion with Mr. Kirkpatrick. ~~The four points made by~~ <sup>stated that such a move</sup> the AD/CR in favor of the move, would

- a. Improve FDD production;
- b. Improve OCR production;
- c. Permit operating economies in personnel, space, <sup>and</sup> money, <sup>and</sup>
- d. Facilitate the development of compatible information processing systems in the community.

The final report of the working group (6 April 1962) presented

~~Information supplied by Agency Historical Staff~~

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CIA had been actively supporting mechanical translation research since 1952 and, through OCR, had provided financial assistance to a project [REDACTED] for this purpose since 1956. The allotted funds were shared [REDACTED].<sup>9</sup> In FY1963 the [REDACTED] project was phased out and the Agency responsibilities for this type of research transferred to Chief, FDD, with developmental steps monitored by the CIA/ADP Committee<sup>10</sup> and later OCS. On an experimental basis a cooperative agreement was reached between FDD and the Air Force Systems Command in January 1964 whereby, using the Air Force facilities, Russian-English machine-assisted translations were issued to the Intelligence Community.<sup>11</sup> FDD was not satisfied with the computer used in this program<sup>12</sup> and continued its research and planning, which culminated in a contract with IBM on 18 June 1964 for the lease of an Automatic Language Processor (ALP).<sup>13</sup>

FDD experimented with ALP, but decided to terminate the program effective 14 October 1966. In summary, FDD concluded "in addition to significant administrative and substantive problems inherent in the system, the ALP system required more staff, took longer and cost more than FDD's conventional system, and it consistently produced products which were less professional in appearance than manually transcribed reports."<sup>14</sup>

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two proposals. One, from the DDI, suggested FDD merge with [REDACTED] the second, from AD/CR, proposed OCR and FDD merger. A note in the margin of the final report read "deferred until end of 1962." *A what happened after that?* *Continues*

Effective 27 December 1963, the Foreign Documents Division was

transferred to OCR. The AD/CR (Borel) became Assistant DDI (Management); DAD/CR

(Vance) was appointed AD/CR, and the Chief, FDD [REDACTED] was named DAD/CR. Shortly

thereafter, Chief, SR [REDACTED] was designated Chief, FDD, and [REDACTED] was

designated Acting Chief, SR. The new organization of OCR as of June 1964 is shown on the following page, chart no. 1.

## 2. Significant FDD Developments, 1964 - 1967

*Insert*

Through a cooperative agreement with Air Force Systems Command and using its facilities, FDD implemented in January 1964 a system for processing and issuing Russian-English machine-assisted translations. In the second half of FY1964, for example, 1,735,000 words of Russian-English machine translation were issued to the intelligence community in 207 reports.

FDD continued with the Office of Computer Services (OCS) to plan and prepare for machine translation operations. This project culminated in a contract [REDACTED] on 18 June 1964 for lease of an Automatic Language Processor, the beginning of Project ALP.

To meet the basic and continuing requirements of intelligence components as well as their new and rapidly expanding needs for timely coverage of critical developments such as the Sino-Soviet conflict, Eastern European nationalism, insurgency, and counter-insurgency potentials in Latin America, Africa and Southeast Asia, FDD concentrated on further refinement of its collection requirements and reporting techniques. This involved more rapid acquisition of source materials and more

*See item no. 17, Chapter 4*

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*Insert VIII p. 5*

In December 1964 the AD/CR (Vance) authorized a thorough study of FDD  
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publications by the SPA/AD/CR [REDACTED] as part of his assigned responsibility  
for the continuing review and evaluation of OCR publications. <sup>16</sup> ~~Cite OCR~~

25X1A Notice, [REDACTED] "OCR Publications", dated 10 February 1964 and "Plans  
for Review of the FDD Publications Program", [REDACTED]

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<sup>17</sup>  
3 December 1964. Some of the objectives of the study included examination  
of the responsiveness of the program to Agency and Community needs;  
discovery of areas of coverage for modification, consolidation, discontinuance  
or expansion within reduced budget and manpower allocations; evaluation of  
the substantive content, format, timeliness and editorial standards; allocation  
of resources, <sup>1</sup> in-house and contractual; dissemination policies; and the  
development of criteria that might be helpful in effecting increased efficiency  
and economies. This intensive study got under way in January in close  
25X1A cooperation with [REDACTED] and his staff and continued (with some  
interruptions) until the fall of the year. A detailed written survey was  
conducted among FDD users with 347 questionnaires completed of 433  
sent out - or an 80.1% response. More than 2400 users (gross) were  
represented. As a result of this customer survey and an internal study  
of FDD production and practices, the number of FDD titles was reduced  
from 33 to 12. A major reduction in the number of copies of FDD

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- 2 -

serials disseminated was effected and extensive changes were made in their content, format, and periodicity. A second phase of the study completed in

18 25X1A  
January 1967 ~~Cite~~ [REDACTED] ~~Memo 1/20/67~~ - a review of [REDACTED] serials -

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was handled by [REDACTED] FDD under the guidance of the SPA/AD/CR, using the same questionnaire technique employed in the study of the internal publications. The number of titles was reduced from 109 to 97; much useful information was gathered and applied to insure increased responsiveness and higher quality throughout the program. 19 ~~Cite Report to~~

~~IC-7~~

current reporting through increased issuance of daily, semi-weekly and weekly reports and faster reproduction and dissemination. One example of priority support in 1965 was the detail to Saigon of three of the four Vietnamese translators <sup>a</sup> available to FDD, for use in direct support of CIA. <sup>15</sup>

*In Sent*

~~Extensive additional duties were assigned to SPA/AD/CR based on~~

~~"OCR Publications", 10 February 1964, which made him responsible for the continuing critical review and evaluation of OCR publications. As part of this assignment he undertook a thorough review of the FDD publications program.~~

~~Some of the objectives of the study included examination of the responsiveness of the program to Agency and community needs; discovery of areas of modification, <sup>of coverage for</sup> continuation, discontinuance or expansion with <sup>in</sup> reduced budget and manpower allocations; evaluation of the substantive content, format, and standards; allocation of resources; <sup>consolidation</sup> evaluation of timeliness; dissemination policies; and development of criteria that might be helpful in effecting increased efficiency. <sup>timeliness and editorial</sup> On 20 October 1965, <sup>the</sup> the SPA/AD/CR gave an interim report to the AD/CR, submitting with it a 29-page <sup>and economic</sup> list of details. Later, 20 November 1967, in a memorandum to the IG the SPA/AD/CR wrote~~

~~made the following report: "The 'Interim Report' dated 20 October 1965, together with the report of 12 May 1966 on the responses to questionnaires, constitute the final written results and recommendations of the survey of internal FDD publications.....The second phase of the study was handled by [redacted] (FDD) with over-all guidance from this office. He studied the [redacted] Pursuant to these studies, the number of titles originating in FDD area branches was reduced from 32 to 12, and [redacted] titles were cut from 109 to 97. A major reduction in the number of copies of FDD serials disseminated was effected and extensive changes were made in their content, format, and periodicity."~~

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Since 1957 FDD had an arrangement [REDACTED]

[REDACTED]

providing unclassified exploitation and translation services (through U.S. field offices) by use of external personal contracts. <sup>Two</sup> ~~Three~~ developments in this area occurred during 1964, under the new OCR regime. In March, OCR recommended to the Director of Security the abandonment of security clearances for independent contractors of [REDACTED] as undesirable and unnecessary; the Office of Security maintained that a security approval system must be continued. In October, the Chief, FDD, addressed a memorandum to his staff curtailing the use of Agency staff personnel <sup>or members of their immediate household</sup> as independent contractors with [REDACTED] except in cases where skills in rare languages were not otherwise available.

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The House Select Committee on Government Research made inquiries to which the AD/CR replied on 1 September 1964. In

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The CIA Library's Acquisitions Branch, located in the same building (Key) in the Rosslyn area as FDD, was transferred to FDD on 1 April 1965. This move was considered as the Group C (Publications) portion of a three-part reorganization being studied by OCR; the other two groups were Group A (Processing) and Group B (Service). <sup>23</sup> Both Groups A and B, after careful study, suggested that reorganization at this time (1965) be postponed <sup>24 see</sup> (Chapter XI). The suggestion was adopted, but the Acquisitions Branch remained a part of FDD for the time being.

Buttressing the need for reductions in FDD's programs in line

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with all other OCR fiscal cuts, was a series of memoranda sent out by D/CR to CIA research offices in March 1966, requesting them to review the possible effects FDD cuts <sup>might</sup> ~~may~~ have on their own translation and exploitation requirements. <sup>25</sup> An example of FDD operations offering a government-wide economy was ~~providing~~ the Consolidation Translation Survey Index (CTS), a valuable collection of all available information on translations projected, under way or completed. During FY1966 references to this index prevented duplicative translation of 157,000 pages of foreign text, thus saving the government over a half million dollars in translation costs. <sup>26</sup>

After experimenting with the Automatic Language Processing (ALP) system for over a year, FDD decided to terminate the program effective 14 October 1966. In summary, FDD concluded that, "in addition to significant administrative and substantive problems inherent in the system, the ALP system required more staff, took longer and cost more than FDD's conventional system, and it consistently produced products which were less professional in appearance than manually transcribed reports." <sup>25</sup>

← TT Insert

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/Insert on p.7.

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While FDD was under OCR management, FDD was brought closer into the reference picture than ever before. OCR appointed as Chief of FDD one of its most versatile administrators, [REDACTED] who <sup>provided</sup> injected a new outlook <sup>for</sup> on FDD's unique capabilities for service and <sup>the</sup> potential of ~~some of~~ its staff. OCR attempted to bring the translation and exploitation qualities of FDD to greater fruition by integrating them with the varied functions of OCR. Each of ~~the two segments so merged~~ became more familiar with the other's abilities for service. Even though this happened during a period of <sup>severe</sup> ~~extreme~~ personnel cuts and shifts in OCR, FDD production was improved, management tightened and major economies, especially in the field of publications, effected.

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The [REDACTED] report was presented in its final form <sup>✓</sup> 1 February 1967 and included 14 recommendations. The Director of Intelligence Support (Borel) ~~to~~ <sup>(nos. 1, 2 and 13)</sup> the DDI, reviewed the report, and concluded that 3 of the recommendations were fundamental, 11 were derivative. The fundamental ones were, a) <sup>mat</sup> the present FDD [REDACTED] organizations and activities be merged under a single office-level management within the DDI; b) <sup>mat</sup> the feasibility of achieving cost reduction through the exploitation of foreign publications abroad be tested initially [REDACTED] against Soviet and East European newspapers, using contract linguists and editors under US supervision, and c) <sup>mat</sup> the Acquisitions Branch of FDD remain subordinate <sup>d</sup> to OCR. On 23 February 1967 the DDI approved Borel's two recommendations as follows:

a) that the [REDACTED] report be approved as guidance for Borel [REDACTED] to test the feasibility of combining [REDACTED]

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a position paper with a divergent point of view from the general trend of the study. It was prepared by the Chief, FDD, 15 November 1966<sup>28</sup>, and concluded that merging press exploitation with broadcast monitoring activities would result in<sup>not</sup> a significant net advantage to CIA, because

- a) the merger per se would produce no personnel reductions;
- b) relocation of press exploitation overseas would yield no real economies; would result in a critical curtailment of the Agency's linguistic and intelligence support activities; would adversely affect the critical balance of payments problem of the current Administration, and
- c) significant improvements and greater economies could be achieved by better coordination, cooperation and a critical review of both operations rather than from a merger.

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*Insert* The [redacted] report was presented in its final form 1 February 1967 and included 14 recommendations, of which 3 were fundamental and the other 11 were derivative. The Director of Intelligence Support (Borel) to the DDI, reviewed the report and on 23 February 1967 the DDI approved two recommendations as follows:

- a) that the [redacted] report be approved as guidance for Borel [redacted] to test the feasibility of combining broadcast monitoring and press exploitation abroad, and b) that the transfer of FDD (less its Acquisitions Branch) from OCR

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The Chief of FDD modified his <sup>previous position</sup> opinion regarding the new merger in a memorandum of 3 February 1967<sup>30</sup> to D/CR, "Thus, as I noted earlier, my support

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of [redacted] recommendation is based solely on my judgment that the [FDD] program would have a better future if it did not have to compete for support with the many demands on the continually decreasing OCR assets. Therefore, I concur in the main recommendations of this study, noting only that FDD's differing view of [redacted] operational principle is not invalidated by the conclusions he has reached."

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The Foreign Documents Division, except for the Acquisitions Branch, was transferred [REDACTED] 31  
The Acquisitions Branch for the present was to report to D/CR, [REDACTED]  
continuing as its Chief.

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4. Summary

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By way of background, FDD, along with [REDACTED] Contact Division (DCS) had been entities unto themselves for many years, even though they had been under the umbrella of the Office of Operations. First, FDD was merged with another service entity, OCR, on December 1963. [REDACTED] DCS were made into individual Offices in the DDI area and the Office of Operations as such disappeared on 1 July 1965. 32

The short stay of FDD in OCR was an experiment conducted by management to determine whether placing two superficially similar functions under one management would produce economies and better service. As a corollary, the strong possibility was held out to the staffs of the respective offices that the merger would offer greater flexibility of assignments for people who had perhaps been in one position too long. There was some movement of this type, but the percentage was relatively small; the specialization in many cases was too great, or the need for them to stay in a particular job too urgent for a change.

Opinions on the value of this experiment vary from positive <sup>to</sup> passive <sup>step</sup> negative, based on interviews with just a few of the individuals involved. The morale factor did not improve greatly, for the staff realized that when two service organizations, each with low-level public relations, merge, lateral transfer was not much of an incentive.

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Another factor was that the merger made OCR much larger in size [REDACTED] and therefore more vulnerable <sup>to</sup> for inevitable budget cuts. Then came the Drell report with its strong appeal for economy by merging foreign field <sup>proposing</sup>

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assets of FDD a [REDACTED] So the two were merged in March 1967. Evaluation of this  
~~latest change in OCR falls within the purview of the next future history.~~

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1. Comment on why FDD joined OCR

2. FDD interlude


a. morale & staffing

b. 

c. ALP

d. publications review

e. Acq. Branch      STATSPEC

3. Comment on why FDD 

a. JSW opposed at first

b. acceded later

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The short stay of FDD in OCR was an experiment ~~conducted~~  
~~out~~ ~~by management~~ to determine whether placing two superficially similar  
 functions under one management would produce economies and better  
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 staffs of the respective offices that the merger would offer greater  
 flexibility of assignments for people who had perhaps been in one  
 position too long. There was some movement of this type, but the  
 percentage was relatively small; the specialization in many cases  
 was too great, or the need for <sup>some personnel</sup> ~~them~~ to stay in a particular job too  
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Opinions on the value of this experiment vary from positive to  
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 when two service organizations, each with low-level public relations,  
 merge, lateral transfer was not much of an incentive.

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Another factor was that the merger made OCR much larger in  
 size [redacted] and therefore more vulnerable to inevitable  
 budget cuts. Then came the [redacted] report with its strong appeal for  
 economy by proposing merging foreign field assets of FDD [redacted]  
 [So the two were merged] in March 1967.

*accomplished*  
*The merger of the two offices soon followed*

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Chapter VIII

# 1. Background

The complete history of the Foreign Documents Division (FDD) is <sup>available in</sup> separate publications in the Agency's historical program. Intended here is the brief setting of the facts for <sup>the</sup> FDD interregnum in OCR.

IX 12 No 2/4 (init. page)

The first <sup>formal</sup> mention of the possibility of merging FDD and OCR was in the IG survey of OCR, 25 April 1956<sup>1</sup>, pages 13, 78-79: "The DDI consider transfer and consolidation of the functions and personnel of FDD from OO to OCR at such time as the Agency acquires its new building and physical consolidation can be effected." The AD/CR agreed to consider the desirability of this consolidation when the new building became available.<sup>2</sup>

The Library Consultants in their 1959 report, <sup>\*</sup>p. xvi, of their recommendations, stated, "the transfer from ORR to OCR of the Map Library Division and the transfer from OO of the Foreign Documents Division. Both of these divisions are performing reference services and should, therefore, be part of the Office of Central Reference."

One of the task <sup>No. 16,</sup> teams appointed by the AD/CR to review the findings of the Library Consultants reported its conclusions <sup>in March 1958</sup> on the above recommendations as follows (cf. previous Chapter).

\* See item no. 7, Chapter IX

Library not be transferred to OCR."

DCID No. 2/4 (New Series) effective 26 June 1959, superseded by the one effective 25 July 1963<sup>3</sup>, established the policy for Exploitation of Foreign Language Publications, which provided the basic policy for FDD. The <sup>pertinent portion of the</sup> main text stated: "The Central Intelligence Agency shall, (a) provide, as a service of common concern, for the exploitation of foreign language publications for intelligence purposes ..., (b) coordinate this service with similar activities maintained by the various departments..." Important to future decisions was this foot-note in the Directive: "Exploitation of foreign <sup>publications</sup>..."

In late 1961, the new DCI (Mc Lane) appointed a working group of three high-level persons to study the organizational structure of CIA and report back to him. The Chairman of the working group was Mr. Hyman Krikpatrick, former IG and later (10 April 1962) Executive Director of CIA. One of the organizational changes considered by this group was the FDD-OCR and the FDD-[REDACTED] relationship.\*

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The ADICR presented his comments<sup>4</sup> on the effect of a move of FDD to OCR, in discussion with Mr. Krikpatrick in April 1962. The four points made by the ADICR in favor of the move, would

- a. Improve FDD production
- b. Improve OCR production
- c. Permit operating economies in personnel, space, money
- d. Facilitate the development of compatible community.

③

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The final report of the Working Group (6 April 1962) presented 2 proposals. One from the DDI suggested FDD merge [REDACTED] the second from AD/CR proposed OCR and FDD merger. A note in the margin of the final report read "deferred until end of 1962." \*

Effective 27 December 1963, the Foreign Documents Division was transferred to OCR. The AD/CR (Boel) became Assistant DDI (Management); DA/DCR (Vance) was appointed AD/CR, and the Chief, FDD, was named DA/DCR. Shortly thereafter, Chief, SR, [REDACTED] was designated Chief, FDD, and [REDACTED] was designated Acting Chief, SR. The new organization of OCR as of June 1964 is shown on following page, Chart no.

## 2. Significant FDD Developments, 1964-1967

Through a cooperative arrangement with Air Force Systems Command using its facilities, FDD implemented in January 1964 a system for processing and issuing Russian-English machine-assisted translations. In the 2d half of FY 1964, for example, 1,735,000 words of Russian-English machine translation were issued to the intelligence community in 207 reports. \*\*

FDD continued with Office of Computer Services (OCS) to plan and prepare for machine translation operations. This project culminated in a contract [REDACTED] on 18 June 1964 for lease of an Automatic Language Processor, the beginning of Project ALP. \*\*

(4)

To meet the basic and continuing requirements of intelligence components as well as their new and rapidly expanding needs for timely coverage of critical developments such as the Sino-Soviet conflict, Eastern European nationalism, insurgency, and counter-insurgency potentials in Latin America, Africa and Southeast Asia, FDD concentrated on further refinement of its collection requirements and reporting techniques. This involved more rapid acquisition of source materials and more current reporting through increased issuance of daily, semi-weekly and weekly reports and faster reproduction and dissemination. One example of priority support in 1965 was the detail to Saigon of three of the four available Vietnamese translators<sup>to FDD</sup>, for use in direct support of CIA.

The Acquisitions Branch, located in the same building (Key) in the Rosslyn area as FDD, was transferred to FDD on 1 April 1965. This move was considered <sup>the</sup> Group C (Publications) portion of a three-part reorganization being studied by OCR; the other two groups were Group A (Processing) and Group B (Service).<sup>14</sup> Group B, after careful study, suggested that reorganization of OCR at this time (1965) should be postponed.<sup>15</sup> (See Chapter XI). The suggestion was adopted, but the Acquisitions Branch still was made a part of FDD.

~~As part of the~~ <sup>were</sup> extensive additional duties assigned to SPA/AD/CR based on [REDACTED]

[REDACTED] which made him responsible for the continuing critical review and evaluation of OCR publications. As part of this assignment

he undertook a thorough review of the FDD publications program.

(6)

Some of the objectives of the study included examination of the responsiveness of the program to Agency and Community needs; discovery<sup>of</sup> areas of modification, continuation, discontinuance, or expansion with reduced budget and manpower allocations; evaluation of the substantive content, format, ~~timeliness~~ standards; allocation of resources; evaluation of timeliness, dissemination policies; and ~~to~~ develop<sup>ment of</sup> criteria that may be helpful in effecting increased efficiency. On October 1965, the SPA/AD/CR gave an interim report to the AD/CR;

Submitted with the covering memorandum referred to above was a 29-page Interim Report. Later, 20 November 1967, in a memorandum to the IG the SPA/AD/CR made the following report, which constituted a wrap-up of the assignment: "The 'Interim Report' dated 20 October 1965, together with the report of 12 May 1966 on the responses to questionnaires, constitute the final written results and recommendations of the survey of internal FDD publications.....The second phase of the study was handled by [REDACTED] (FDD) with over-all guidance from this office. He studied the JPRS serials.....Pursuant to these studies, the number of titles originating in FDD area branches was reduced from 33 to 12, and JPRS titles were cut from 109 to 97. A major reduction in the number of copies of FDD serials disseminated was effected and extensive changes were made in their content, format, and periodicity." Buttreasing the need for reductions in FDD's programs in line with all other fiscal cuts, was a series of memoranda sent out by D/CR to CIA research offices requesting them to **SECRET** review the possible effects FDD cuts may have on their own translation and exploitation requirements.

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Since 1957 FDD had an ~~contractual~~ arrangement with the Office  
 U.S.

Security the abandonment of security clearances for independent  
 contractors of JPNS; the Office of Security maintained that a security  
 approval system must be continued." In October the chief of FDD  
 addressed a memorandum to his staff curtailing the use of Agency

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The House Select Committee on Government Research made  
 inquiries of CIA to which the AD/CAS replied on 1 September 1964,<sup>13</sup> specifically

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Page 3  
 App. B.

After experimenting with the Automatic Language Processing  
 (ALP) system for over a year, FDD decided to terminate the  
 program effective 14 October 1966. In summary, FDD concluded

(7)

that, "in addition to significant administrative and substantive problems inherent in the system, the ALP system required more staff, took longer and cost more than FDD's conventional system, and it consistently produced products which were less professional in appearance than manually-transcribed reports." <sup>17</sup>

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with out 8 ✓

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The Assistant DD/I <sup>appointed</sup> ~~requested~~ [redacted] Exec. Ass't., ORR, in

May, 1966, to chair a group [redacted]

[redacted]

During the course of the preparation of the study, one divergent point of view <sup>from</sup> ~~of interest to~~ OCR was a position paper prepared by FDD, 15 November 1966. 19

STATSPEC FDD concluded that [redacted]

would result in a significant net disadvantage to CIA, because

- a) the merger per se would produce no personnel reductions,
- b) relocation of press exploitation overseas <sup>would</sup> ~~will~~ yield no real economies; would result in a critical curtailment of the Agency's linguistic and intelligence support activities; would adversely affect the critical balance of payments problem of the current Administration, and
- c) significant improvements and greater economies <sup>could</sup> ~~can~~ be achieved by better coordination, cooperation and a critical review of both operations rather than from a merger.

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[This particular [redacted] report was presented 1 February 1967 and included 14 recommendations, of which 3 were fundamental and the other 11 were derivative.

The DD/I approved 2 recommendations from his Director of Intelligence Support (Borel) 25X1A

STATSPEC on 23 February 1967 as follows: a) that the [redacted] report be approved as guidance  
STATSPEC for Borel and the FDD Director for purposes of testing the feasibility of

[redacted] that the  
transfer of FDD (less its Acquisitions Branch) [redacted] be approved. 20

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The Chief of FDD modified his opinion regarding the merger in a memorandum of 3 February 1967 to D/CR: "Thus, as I noted earlier, my support of [redacted] recommendation is based solely on my judgment that the [FDD] program would have a better future if it did not have to compete for support with the many demands on the continually decreasing OCR assets. Therefore, I concur in the main recommendations of this study, noting only that FDD's differing view of [redacted] operational principle is not invalidated by the conclusions he has reached."

The Foreign Documents Division, except for the Acquisitions Branch, was transferred to the [redacted] effective 1 March 1967.

The Acquisitions Branch for the present was to report to D/CR [redacted] continuing as its Chief.

#### 4. Summary

The short stay of FDD in OCR was an experiment conducted by management to determine whether placing two superficially similar functions under one management would produce economies and better service; as a corollary, there was the hope that the merger would make it easier for some of the personnel involved to change fields of responsibility. FDD, [redacted] had been entities unto themselves for years. Even though they had been under the umbrella of the Office of Operations, [redacted] made into individual offices in the DDI area and the Office of Operations as such disappeared. FDD was merged with a rather service entity, OCR, on 27 December 1963.

For one thing, the merger made OCR much larger in size and therefore more vulnerable for the inevitable budget cuts. There was some movement of personnel but this was but a small percentage. The opinions on the value of this experimental merger

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a few of the individuals involved. Then the [REDACTED] report came along  
and managed to completely change the situation again. [REDACTED]

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HAT papers

Four events during 1964 had a notable impact on operations of FDD:

- 1) The economy drive launched in Nov. 1963
- 2) Transfer of FDD from 00 to OCR Dec 1963 - with 269 positions
- 3) Cooperative arrangement with [REDACTED] implemented

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17 Jan. 1964, for processing and issuing Russian-English Machine-assisted translations

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- 4) CIA contract [REDACTED] for lease of an Automatic Language Processor, primarily for use of FDD.

FDD continued to increase its production, issuing 30,000 more pages of intelligence information than in FY 63. In achieving this production level, and in preparing to meet most effectively and economically the potential as well as prevailing Community requirements for FDD's services, the Division:

- 1) Added, through intensive training, to its internal assets in rare languages (Albanian, Swahili)
- 2) Improved its coverage of critical areas in L.A., Africa, & Asia
- 3) Translated, in response to requirements, [REDACTED] clandestinely acquired information; an increase of 65% over FY 63.

4) In response to demands for more current reporting, augmented Air Mail subscriptions to significant foreign publications, further increased and refined dictation and transcription of translations, and reproduced and disseminated by in-house facilities 25 weekly, twice-weekly, and daily serial reports, in contrast to 12 such reports issued during FY 63.

5) Developed a flexotyping section, utilized, through cooperative agreements, [REDACTED] to produce, from Jan 1964 to end of fiscal year, 1,735,000 words of Russian-English machine translation, issued to the Community in 207 Translation Reports.

6) Concurrently, continued with OCS planning and preparation for MT/Stenewriter (ALP) Operations, culminating in [REDACTED] contract for an ALP system

7) Coordinated, through the Consolidated Translation Survey operation, the Government's translation activities to save more than a half million dollars by preventing duplicative translations 25X1A

8) Reduced the use of overtime [REDACTED]  
(FY 64).

REPORT TO PFIAB - 14 Aug 1964

The exploitation of foreign language publications is conducted by FDD, OCR, under provisions of DCID No. 2/4, as a service of common concern to the community

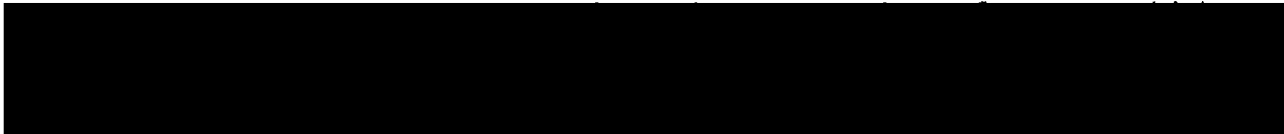
Scope of coverage and speed of service in performance of this function have been strongly emphasized by the Division during the year.

To meet the basic and continuing requirements of intelligence components as well as their new and rapidly expanding needs for timely coverage of critical developments such as Sino-Soviet ~~conflict~~ conflict, Eastern European nationalism, insurgency, & counter-insurgency potentials in L.A., Africa and S.E.A., FDD has concentrated on further refinement of its collection and reporting techniques. Specifically, this has involved more rapid acquisition of sources through air-mail subscriptions to publications, more current reporting through increased issuance of daily, semi-weekly, weekly reports, and faster reproduction and dissemination, utilizing in-house deadline, high priority reports.

Recognizing the potential gains in speed accruing from automation and computer applications, the Division, through cooperative agreement with [REDACTED] has been utilizing FDD's facilities to produce since Jan 1964 one million, seven hundred thousand words of Russian to English machine-aided translation, issued to the Community in 207 translation reports. Currently, the Division has, together with the Office of Computer Services, continued planning and preparation for machine-aided Russian translation and Steno-writer operations with in-house equipment on [REDACTED]

25X1A

Requirements for the exploitation of the procured publications expanded in several areas of growing intelligence interest. The exploitation of economic and sociological information on areas of L.A., and Africa assumed greater importance, whereas in previous years most emphasis was given information reflecting on insurgency, and counter-insurgency potentials in those areas. Of the available Vietnamese translators, three fourths have been detailed to Saigon in direct support of CIA. In addition to normal work loads priority



25X6

LV. Collection and Procurement Activities

g. <sup>INDIRECT</sup> Foreign Documents Division in OCR

Introduction

Since FDD was assigned to OCR for a relatively short period of time only, and Acquisition Branch Publications Procurement functions were assigned to FDD, FDD'S "period" in OCR is being treated in this chapter

1) Transfer to OCR

- (a) Background and rationale of Transfer to OCR
- (b) Acquisition Branch Transfer to FDD and Return to OCR

2) Operations in OCR

- (1) Significant Activities & Developments while in OCR

- (3) Termination of FDD/OCR Automatic Language Processing (ALP) Experiment

- (4) Effects of FDD "Period" on OCR, FDD and Customers

3) FDD

- 1) Background and Reasons for Change

Overall FDD story covered elsewhere.

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The affairs in the 3 1/2 years  
of FDD's association with OCR  
(see 1963 - March 1967) only will  
be covered in ~~OCR~~ the particular  
history.

①

Transfer to OCR

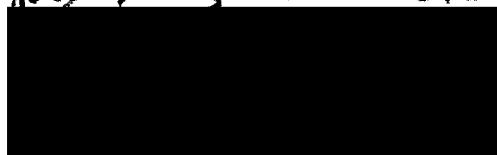
(a) Background + fabricate

(b) ATB transfer to FDD (April 1965)  
+ return to OCR (?)

②

FDD Ops in OCR

(a) Significant activities



(c) Terminations ALP

③

Effects of FDD Period on OCR, FDD  
+ customers

④

FDD merge with BCB

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⑤ Background + change



Apple B

6 (1) a

1963 Dec.

K-104

FOUO, formerly part of O.C., added  
to O.C. with 269 positions  
incidental in domestic field staff.

SECRET

G (1)

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1 May 1968

B 11.2

## FDD Interlude

Ray Clive wanted organization of DD1  
that would survive 25 years

STATSPEC

PAB. set up schedule of what + when to do it  
(coincide with changes in command (?))

[REDACTED] all really separate entities -  
separate budgets. ~~see~~

needed new blood in FDD, very mixed.  
Only one boss, very much apart. Need for  
change in command.

Recommended transfer of PAB to OER.  
Also needed to liberate [REDACTED] an  
important entity in itself.

STATSPEC

Later CRS might be better if not so large  
and obvious. —

STATSPEC

FDD wasn't moved to Bdq.

Affinity of [REDACTED] + FDD — languages etc. probs.  
FDD greatly helped by period in CRS  
worthwhile experiment. CRS, however, beleaguered  
by cuts. Both CRS + FDD more vulnerable  
by nature of [REDACTED]

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## CHIEF

Doesn't know where originated  
"Experimentation in an operational environment"  
was Borek's view, so he endorsed.

V.2 - relation of document in day to day  
to NPIC's mission - cuts down on  
their work.

---

## Major Theme :

How get job done + still cut back  
on budget + bodies.

In those days papers for Borek generally  
requested increases based on quantity of work -  
OCR prepared + planned ahead so was  
able to fabricate when cuts came

Note: Army had plan to do with less if he  
had to - but nothing happened - so things  
went along.

Get rid of "master/servant" relationships w/  
units of customers and OER.

Make clear what OER did was as important  
as any single

If OER does not happen well, the customer  
suffers also.

make more responsive to day to day requirements

(note this same  
as Andrew objectives)

Needs

1. Recognition of and efforts to integrate parts of OC R (Registers)

closer working ~~it~~ to make production of files more effective

Push to make parts more inter-dependent & therefore more responsive to what is important rather than just general support

2. less response to community and more to CIA — also extends to OCR (DDI) versus service to other CIA secretaries.

---

g Da FOD transferred to OCR in Dec 1963  
formerly pub of OO. to OCR with 269  
position. transferred sub JCR  
March 1967

arg Br. of Library transferred to FOD  
in April 1965 — returned to OCR

APB  
under  
FOD → (merger PPO + Imp Dev Programs Jan 1966  
assessment required + action effected to

Best  
Jan 1966 - 16% lit → 77 for contractual  
programs required OCR to contact  
each major component to indicate  
when reduction could be put into  
effect

Oct 1966


FDD/CR Automatic Language  
Processing (ALP) experiment terminated  
14 Oct 1966 FDD experimented  
with system found it would  
require more staff, memory, & take  
longer to supply requested data.

STATSPEC

Chapter B

1965. Oct

H-501

(2) SPA/OCR completed a thorough survey  
of internal subs. program of O-DB.  
Results of the recommendations  
& discussion will be reported later;  
as will a complementary study  


25X1A

TOP SECRET

L-112

1959 - June

(2) DCID No 2/4 (New Series), effective 26 June 1959, assigned to CIA responsibility for the exploitation of foreign language publications. This directive was superseded by one effective 25 July 1963 with same text in general.